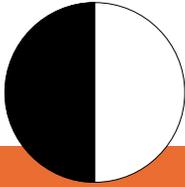


Profiles of Success:

*Public/Private Partnerships in Community and
National Service*

APRIL 1998

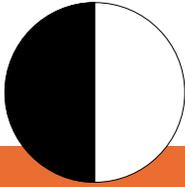
THE GRANTMAKER FORUM ON COMMUNITY AND NATIONAL SERVICE



Profiles of Success:

Public/Private Partnerships in Community and National Service

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Profiles of Success: *An Overview*

Philanthropy and the private sector have long played an important role in America's evolving vision and tradition of community and national service. This link has broadened and deepened over recent years. A renewed commitment to community and national service at the federal level has inspired a new level of giving within the private and philanthropic sectors. The following are just a few examples of creative contributions that have been made and continue to be made by foundations and corporations alike:

The Timberland company of New Hampshire now gives its employees up to 40 hours of paid time annually to perform community service.

The Ford Foundation, in just one of its citizen service initiatives, is spending nearly \$1 million annually to help minority-led, grassroots service programs nationwide improve their long-term viability.

The IBM Corporation has teamed up with AmeriCorps to put computer equipment, software and a cadre of computer-savvy volunteers into public schools in communities across the country.

The Greater Houston Community Foundation promotes and directs a fund to support youth community service programs in Houston's most challenged neighborhoods.

We, **The Grantmaker Forum on Community and National Service**, believe it is important to share our insights and perspectives on America's newest approach to community and national service. As an affinity group of foundation and corporate grantmakers dedicated to promoting service as a strategy for solving some of our nation's most intractable problems, we have been taking the time to look closely at citizen service –to see what's working and why.



On the following pages, we present a snapshot of philanthropy's most recent involvement in citizen service, profiling eight examples of innovative and successful public-private partnerships that have leveraged public funds with private dollars. Most all of these programs represent partnerships that involve federal funding, provided through the Corporation for National Service, for community-based service programs. These profiles offer a compelling look at the difference philanthropy can and does make when we pool our resources and energy with others to tackle the challenges facing our communities and nation.

These profiles help to highlight some of the key lessons we are learning about the field of community and national service:

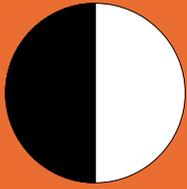
...***performing service*** confers a lifelong passion for giving and a sense of mutual responsibility;

...***service programs*** need help in setting standards and evaluating effectiveness across a range of indicators, including impact on the server and the served; and

...***state and national infrastructures*** must work to ensure the viability and sustainability of locally driven and locally developed service initiatives.

We hope our insights and examples are helpful to all those policy makers and grantmakers, program leaders and corporate leaders who wish to better understand the roles the public, private, nonprofit and philanthropic sectors play in building a strong community and national service movement in America.

The Grantmaker Forum on Community and National Service will continue to identify and showcase examples of innovative partnerships in community and national service.



Spotlight on

The Association of Baltimore Area Grantmakers (ABAG)

Key Partners:

- Points of Light Foundation/Partnership for National Service
- Ten independent and community foundations
- State of Maryland
- AmeriCorps
- Maryland nonprofits

Program Location: Maryland

Goal:

- Provide safe and productive after-school programs for at-risk middle school children
- Build local commitment to service and volunteering

“This is an important opportunity to band together and rally others. We see this as a way of getting people engaged in the community-at-large.”

Betsy Nelson, Executive Director, ABAG

Strategy: In 1996, ABAG forms partnership among foundations, state government and others to devise a coordinated strategy for supporting and expanding after-school programs that rely on service and incorporate service as a program element. This initiative supports AmeriCorps volunteers and others to work with local agencies to expand their capacity to provide after-school services to children.

Unique elements:

- pooled resources from 14 public and private funders
- unified common vision
- commitment to strengthen links with community foundations

Result:

Expands local program capacity:

Twelve local programs are now using AmeriCorps volunteers and others to provide after-school activities ranging from homework help to community service to cultural studies. New capacity enables programs to reach an additional 2,500 children.

Meets the needs of families:

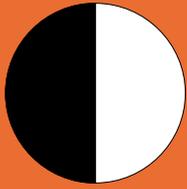
Children now have a secure and nurturing place to be after school, “I know he is safe and being watched,” said the parent of a child participating in one program.

Leverages taxpayer dollars:

ABAG’s partnership convinced five foundations to initiate or expand their giving to service and AmeriCorps programs, increasing the impact of the public investment with private support. Girl Scouts of the USA has already committed to second-year funding for one of the 12 programs.

Bottom Line:

- \$180,000: Points of Light Foundation/Partnership for National Service
- \$586,000: Independent Maryland foundations
- \$25,000: Local community foundations
- \$45,000: State of Maryland



Spotlight on *The Ford Foundation*

Key Partners:

- Points of Light Foundation/Partnership for National Service
- AmeriCorps
- Nonprofit organizations

Program Location: Ohio, New York, Alaska, Massachusetts, Washington, California, Texas, Pennsylvania and Connecticut

Goal:

- Ensure that all groups, regardless of size and availability of local resources, have opportunity to participate in the AmeriCorps program and other service initiatives

“We see a need to diversify the whole AmeriCorps movement –not only in terms of the members but also the sponsoring organizations. We believe it is important to increase the competitiveness of minority and grassroots organizations –for them to be able to run programs and benefit from all aspects of the AmeriCorps movement.”

*Inca A. Mohamed, Program Officer,
The Ford Foundation*

Strategy: In 1996, The Ford Foundation joins forces with the Partnership for National Service, now part of The Points of Light Foundation, to expand minority-led and grassroots organizations’ participation in the AmeriCorps network of programs. Due to federal funding cuts, the project’s focus narrows to strengthening those groups already working with AmeriCorps to help disadvantaged youth. Through the Disadvantaged Youth Initiative, grants are made to 10 programs in 9 states.

Unique element:

- improve organizations’ sustainability by enhancing fund-raising capacity and reducing operating costs

Result:

Diversifies funding base:

Working with a range of programs, from a Tribal Council trying to reopen a teen center in rural Alaska, to Yakima residents striving to keep out drug traffickers, this initiative helps increase financial viability. It provides assistance in everything from forging corporate partnerships to instituting earned income programs and extending outreach to the minority business community.

Builds capacity:

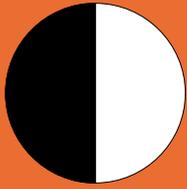
The nonprofits are also strengthening their internal operations: improving staff and board skills, developing strategic plans, and enhancing potential for long-term viability.

Supports AmeriCorps’ link with all Americans:

The initiative helps build a commitment to service among youth from economically disadvantaged communities.

Bottom Line:

- \$900,000: The Ford Foundation



Spotlight on

The Greater Houston Community Foundation

Key Partners:

- SERVE HOUSTON
- AmeriCorps

Program Location: Houston, Texas

Goal:

- Provide sustainable, community support for programs helping youth from Houston’s most challenged neighborhoods

“One of our highest goals is to promote civic participation. This is a ready-made, proven strategy for community involvement. It’s very much in the American tradition.”

*John Ramsey, Executive Director,
The Greater Houston Community Foundation*

Strategy: In 1996, The Greater Houston Community Foundation links with the Partnership for National Service and SERVE HOUSTON, the city’s largest AmeriCorps program, to create a single fund that will support youth engaging in community service activities.

Unique elements:

- The Greater Houston Community Foundation’s first support of service
- Effort to support/coordinate youth service organizations citywide

Result:

Provides programs for low-income youth:

Helps support SERVE HOUSTON AmeriCorps members’ work with nonprofits and schools to provide a wide range of activities, including:

- in-school tutorials
- group home-care to children affected by HIV, abuse or neglect
- after-school activities, homework help and service-learning projects for 1,200 elementary and middle school students

Sparks broad community involvement:

One hundred twenty SERVE HOUSTON AmeriCorps members generate 200,000-plus hours of community service by local, unpaid volunteers each year.

Strengthens program viability:

A dedicated fund bolsters SERVE HOUSTON’s long-term credibility –enhancing the program’s visibility, creating community-wide confidence in its effort and minimizing competition among service providers.

Offers flexibility:

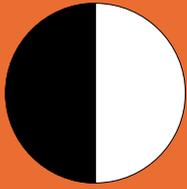
The community fund offers the ability to respond quickly to local needs. Its flexibility enables foundations to continually adapt to shifting local priorities.

Leverages dollars for service:

The Greater Houston Community Foundation’s effort broadens SERVE HOUSTON’s funding base, attracting 19 new funders.

Bottom Line:

- \$75,505: Private foundations, companies and individuals
- \$75,000: Partnership for National Service



Spotlight on *The IBM Corporation*

Key Partners:

- Public Education Network
- AmeriCorps
- Nonprofit organizations
- Public schools
- National and local businesses

Program Location: Atlanta, Boston, Charlotte, New York, Oakland, CA, Worcester, MA

Goal:

- Help public schools incorporate technology into classrooms
- Broaden teachers' understanding and use of technology
- Encourage communities to help schools build capacity

“National and community service protects the vibrancy and health of our communities. At the same time, it instills in participants a commitment to and interest in the civic good.”

Stanley Litow, Vice President of Corporate Community Relations, The IBM Corporation

Strategy: In 1994, IBM forms partnership with AmeriCorps and the Public Education Network to launch Project FIRST, placing computer-savvy AmeriCorps volunteers in select public schools in six U.S. cities. These volunteers help schools develop technology plans to support student achievement, expand access to and use of technology, and train teachers, parents and students.

Unique elements:

- IBM's first participation with AmeriCorps
- Cross-site monthly conference calls to share lessons learned

Result:

Achieves measurable outcomes for schools:

The target schools are working toward the following:

- two-thirds of teachers will improve comfort with and use of technology
- 25% increase in computer hardware and Internet access
- establishment of community-wide advisory groups on schools

Fosters volunteerism:

AmeriCorps members serve as catalysts for others to contribute time. During the initial three years of Project FIRST, 1,623 non-AmeriCorps volunteers donated 10,700 hours.

Capitalizes on strengths:

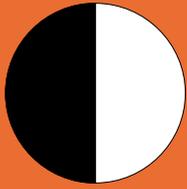
IBM provides technology and supports volunteers, while AmeriCorps trains volunteers and builds links with the community. IBM employee Paula Baker says, “It enables us to be more strategic with our dollars.”

Builds a model:

Given the successes of Project FIRST, IBM is now partnering with AmeriCorps*VISTA, the United Way of America and Public Allies to launch a similar program for nonprofits.

Bottom Line:

- \$2,143,000, cash, services, equipment: IBM
- \$240,000: Other private sources



Spotlight on

The James Irvine Foundation

Key Partners:

- California Commission on Improving Life Through Service
- Northern California Grantmakers National Service Task Force
- Youth Service California
- AmeriCorps and the Corporation for National Service

Program Location: California

Goal:

- Build strong system of community-based collaborations for national service
- Respond to the opportunities and challenges presented by the National and Community Service Trust Act

“The 1990s have been a decade of renewed commitment to citizen service across America, and with that commitment we have exciting opportunities to build new public/private partnerships that create a strong national service network in California.”

*Nick Bollman, Senior Program Director,
The James Irvine Foundation*

Strategy: In 1993, The James Irvine Foundation starts the California Initiative for National and Community Service in order to support local collaborations between nonprofits, schools and colleges. The Foundation provides grants for planning and startup; funds the creation of a statewide infrastructure; supports a cost-benefit analysis, and funds technical assistance. It also commits resources to a regional collaborative to fund Bay Area AmeriCorps programs.

Unique element:

- multi-faceted approach –grantmaking and other activities at the community, regional, state and national levels

Result:

Builds capacity at the local level:

Strengthens community collaborations to develop and implement national service programs. In Los Angeles, over 60 organizations joined forces to create an AmeriCorps project with the agency *Building Up LA*.

Provides leadership to philanthropy:

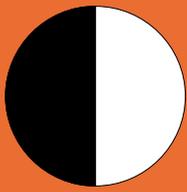
Launches the Northern California Grantmakers National Service Collaborative Fund, engaging more than 20 private and community foundations to provide matching support to 24 Bay Area AmeriCorps programs.

Fosters infrastructure:

Supports Youth Service California, a statewide non-profit, to connect programs statewide and promote high-quality community and national service.

Bottom Line:

- \$2.2 million: The James Irvine Foundation
- \$1.3 million: Northern California Grantmakers National Service Task Force



Spotlight on

The W.K. Kellogg Foundation

Key Partners:

- K-12 school districts
- Colleges and universities
- Service-learning organizations
- Corporation for National Service

Program Location: Nationwide

Goal:

- Expand and improve service-learning opportunities in school districts and higher education institutions nationwide

“We at the W.K. Kellogg Foundation believe in the power of individuals giving time and money for the common good. That’s why we support efforts to engage young people in service to their communities. Not only does this enrich their academic learning, but it also promotes personal growth and helps develop the skills needed for productive citizenship.”

*Christine M. Kwak, Program Director,
The W.K. Kellogg Foundation*

Strategy: Between 1990 and 1996, The W.K. Kellogg Foundation spearheads a major effort to strengthen and broaden service-learning, an educational method which engages young people in service to their communities. Specific initiatives include: stimulating effective service-learning models; providing training for teachers and others; helping service-learning providers share best practices; expanding the number and type of service-learning programs; and identifying strategies for improving service-learning’s long-term impact and viability.

Unique elements:

- broad, long-term commitment to service-learning
- emphasis on using evaluation to improve projects

Result:

Expands service-learning opportunities:

Over the six year period, Kellogg funding supported the creation of thousands of new service-learning opportunities for more than 35,000 students.

Strengthens service-learning infrastructure:

Kellogg’s support built a sturdier foundation for service-learning –from encouraging growth and development among 50 service-learning organizations nationwide, to providing training to more than 15,000 teachers and others.

Sparks innovation:

With Kellogg funding, service-learning organizations nationwide established hundreds of “laboratories” to test and evaluate new and creative service-learning methods.

Points out directions for the future:

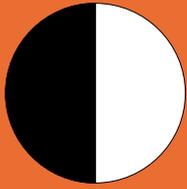
Program evaluations identified key lessons that can help shape future service-learning efforts:

- the need for consistent, long-term support in order to truly integrate service-learning into schools
- the need for additional research to better articulate service-learning’s impacts and outcomes
- the need for public policy, at all levels, to support service-learning

Informed by this experience, a new Kellogg initiative is being planned that emphasizes institutionalizing effective service-learning practice in K-12 educational settings.

Bottom Line:

- \$15 million: The W.K. Kellogg Foundation



Spotlight on *The Piton Foundation*

Key Partners:

- Great Outdoors Colorado (GOCO)
- Family and community foundations
- Federal, state and local governments
- Schools
- AmeriCorps

Program Location: Colorado

Goal:

- Increase the involvement of Colorado youth in environmental service
- Develop a diverse, sustainable funding base for environmental Youth Service Corps

“The initiative joins local and regional forces with important work being done at the national and state levels, using environmental service to strengthen and enhance the state’s natural and youth resources. It demonstrates first-hand how we will need to do business in the future through public-private partnerships.”

*Richard Rainaldi, Program Officer,
The Piton Foundation*

Strategy: In January 1997, The Piton Foundation takes the lead in launching the Colorado Environmental Youth Corps Initiative, a statewide effort to improve the viability of local environmental projects. The initiative creates a partnership between philanthropy and GOCO, the state’s lottery-funded program dedicated to environmental conservation and preservation.

Unique elements:

- technical assistance to local environmental service corps programs to build internal capacity and develop sustainable funding
- emphasis on supporting effective models and establishing standards of quality

Result:

Sparks new partnerships:

The initiative is funding four efforts this year to build links between environmental service corps and other local efforts addressing youth needs. It is anticipated that between 100-120 more Colorado youths will work on environmental corps projects this summer.

Aims high:

Within five years, the initiative will:

- involve 600 youths between the ages of 16 and 25 in eight to ten environmental service corps programs
- raise \$1.5 million from current partners, and leverage an additional \$4.5 million statewide

Unites philanthropic efforts:

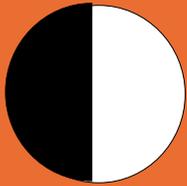
The effort links Colorado’s “hard-to-unify” community foundations around the common goal of funding locally operated and regionally responsive environmental conservation programs.

Engages stakeholders:

Important partners, such as the U.S. Forest Service, are motivated to rely on Colorado’s local corps as a way to improve communication and connections with Colorado communities.

Bottom Line:

- \$29,100, in-kind: The Piton Foundation
- \$184,500: Other private funders
- \$154,000: Public funders



Spotlight on *Timberland*

Key Partners:

- City Year
- AmeriCorps

Program Location: Boston, Chicago, Cleveland, Columbia, Columbus, Providence, San Antonio, San Jose and Philadelphia

Goal:

- Support City Year's efforts to expand its urban youth service corps
- Encourage Timberland employees to commit to service

“Not only is Timberland furthering positive social change and community betterment, but we're also making an investment in our infrastructure. I firmly believe that the minds we ‘turn on’ here at Timberland explode our productivity and effectiveness...”

*Jeffrey Swartz, Chief Operating Officer,
Timberland*

Strategy: In 1989, the Timberland company forges a partnership with City Year, the pioneering national service program that brings diverse young Americans together to tackle local community needs. In 1994, Timberland announces an unprecedented \$5-million investment in City Year through the year 2000. Timberland subsequently issues a \$1-million challenge grant –a direct response to America's Promise.

Unique elements:

- long-term relationship entering its tenth year
- Timberland employees' deepening commitment to service
- substantial private investment

Result:

Expands City Year's reach:

Timberland's financial commitment has enabled the much-praised City Year program to broaden its base of support and expand from six cities to nine. A tenth program, in Seattle, is to be added in September 1998.

Inspires Timberland's commitment to service:

- Timberland employees each now receive 40 hours of paid time annually to perform community service.
- Additionally, Timberland has committed to America's Promise that its employees will serve 40,000 hours of community service by the year 2000.

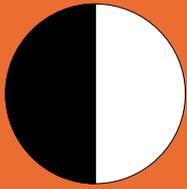
Provides clothing for dedicated volunteers:

Timberland has outfitted nearly 6,000 City Year corps members and staff. Says City Year's Michael Brown: “The red jacket will become a symbol of idealism and the power of America's young people to create positive change.”

Bottom Line:

Since 1991:

- \$7,160,000, cash and in-kind: Timberland
- \$31,293,987: Other corporations, foundations and individuals
- \$30,288,002: AmeriCorps
- \$2,190,775: Local and city government



To Get in Touch

For further information about specific programs, please contact the following:

For *The Association of Baltimore Area Grantmakers*, contact:

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For *The Ford Foundation's* work with the *Disadvantaged Youth Initiative*, contact:

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For *The James Irvine Foundation's* work with the *California Initiative for National and Community Service*, contact:

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